

# COUNTY OF LOS ANGELES ALTERNATE PUBLIC DEFENDER

## DEPARTMENT STRATEGIC PLAN Fiscal Year 2010-2011

Revised November 2010



### Our Mission

To provide high quality and caring legal representation to indigent persons charged with a crime that the Public Defender is unable to represent (due to a conflict of interest or unavailability) in court proceedings in unified Superior Courts, and in appeals to higher courts.

### Our Values

- ✓ Integrity
- ✓ Professionalism
- ✓ Compassion
- ✓ Respect for Diversity
- ✓ Team Work
- ✓ Adaptability
- ✓ Fiscal Responsibility

## **Goals, Strategies and Objectives**

### **Goal 1 Operational Efficiency**

#### **Strategy 1: Fiscal Sustainability:**

Objective 1: By June 30, 2011, implement necessary programs, policies, and procedures to maintain the APD's 10% operating expenditure savings reductions from fiscal year 2009-2010. Identify areas and methods to save additional resources, and conduct quarterly expenditure assessments for each branch office, commencing October 1, 2010.

Objective 2: By June 30, 2011, in collaboration with the Chief Executive Office, improve department risk management programs. These areas focused upon should minimally include Return-To-Work and RECAP.

#### **Strategy 2: Service Excellence and Organizational Effectiveness**

Objective 1: By June 30, 2011, implement recommendations to improve and refine the accuracy of APD's Workload Difficulty Index (WDI) to insure an efficient distribution of reduced investigator staff and maintain the continued success of WDI, and the Department's Performance Counts Initiative. Review data generated by the department's new Investigator Work Request system and, By October 1, 2010 provide quarterly reports detailing data generated and any inefficiency in current staff distribution.

Objective 2: by June 30, 2011, implement a fully functional Workload Difficulty Index for secretarial support staff (Team Managers) to insure a fair and efficient distribution of staff in relation to workload. Evaluate and assess relevant criteria for the development of a Workload Difficulty Index and develop the protocols and necessary calculations.

Objective 3: By December 31, 2010, implement a comprehensive judges survey of APD performance at all locations throughout the county, to measure and track the quality of service provided. Results of the survey shall be compiled and assessed to determine what services can be improved. A final report shall be prepared by March 31, 2011, and be presented to the executive committee.

Objective 4: By June 30, 2011, complete development of Department Practical Skills Resource Manual to assist all members of the department in identifying available resources and procedures necessary to carry out common tasks within the department, as well as the criminal justice system.

Objective 5: By June 15, 2011 complete the final review of all materials submitted for APD's Scientific Litigation Resource Manual and make final recommendations for modifications, deletions, and amendments.

Objective 6: By April 30, 2011, develop contingency plans to cope with potential court reduction/reorganization due to Superior Court budget constraints. The plan should address case

re-assignment, transfer of staff, and court impacts and responses, as needed. Submit plan to Department Head for consideration. Level of submissions will be influenced by court action.

Objective 7: By June 30, 2011, refine the department's workforce and succession plan. Acquire appropriate data, analyze its potential impact based on demonstrated trends and develop personnel approaches to ensure continuity of operations upon separation by MAPP personnel.

Objective 8: By August 1, 2010 begin monthly reports which evaluate all proposed California Assembly and Senate Bills, and State Bar rulings which have the potential of impacting the practice of criminal law, and potential budget impacts to the county. Develop recommendations as to which legislation the department should consider supporting or opposing, and any agencies or advocates that may share our common interest.

Objective 9: By October 29, 2010, conduct a thorough review of all paralegal operations make recommendations designed to improve the overall efficiency of the unit, and expand paralegal services to more attorney staff. By June 30, 2011, implement approved recommendations.

### **Strategy 3: Environmentally Responsible Practices**

Objective 1: Maximize use of recycled products, including paper, toners, and other products. Insure each branch location has an appropriate program in place for the recycling of paper, batteries, and plastic, glass and aluminum containers.

### **Strategy 4: Workforce Excellence**

Objective 1: By June 30, 2011 complete training for attorneys and other staff on issues including; case conflict identification, capital litigation, new lawyer training, immigration impacts to criminal defendants, mental health issues relative to competency to stand trial and expert identification and selection. By October 1, 2010 complete topic outline. By 12/1/2010, identify all speakers/trainers.

### **Strategy 5: Information Technology**

Objective 1: By June 30, 2011, begin electronic archiving of all APD cases day forward, and previous year's cases according to APD's implementation plan. Implement all policies and procedures for APD's Electronic Document Management System (Case 360). Provide all necessary training of staff in protocols and procedures.

Objective 2: By June 30, 2011, develop protocols for the exchange of materials with the District Attorney, and collaborate with ISAB (Information System Advisory Board) partners in initial user requirements for an online system for the delivery of electronic discovery.

Objective 3: By June 30, 2011, develop and implement a Paralegal Work Requests System designed to support the reorganization of paralegal services.

Objective 4: By 12/31/2010, complete an evaluation of competing email systems to replace APD's aging Exchange system and make recommendations for its replacement. Examine "cloud"

based alternatives, County ISD options, and continued internal operated and maintained systems. Provide a cost/benefit analysis and time table for implementation.

Objective 5: Participate in collaborative projects with other justice partners to expand the use video technology in the criminal justice system, including video arraignments, video based training, and video interviews.

Objective 6: Develop an implementation a strategy for the use of Wi-Fi technology to enhance the efficiency of APD at the office, in court, at home, and in the field. Collaborate with APD's justice partners to maximize efficiencies and reduce the cost of implementation.

## **Goal 2. Children, Family and Adult Well-Being**

### **Strategy 1: Client Services**

Objective 1: By June 30, 2011 identify attorney staffing resources which can be dedicated for the continued implementation of the department's un-funded participation in the Juvenile Mental Health program for fiscal year 2011-12.

## **Goal 3. Community and Municipal Services**

### **Strategy 1: Cultural and Recreational Enrichment**

Objective 1: Encourage attorney staff to participate as volunteer judges and mentors in the Constitutional Rights Foundation, Los Angeles County Mock Trial Competition for local community middle school and high school youth interested in a deeper understanding of citizenship through values expressed in our Constitution and Bill of Rights.

### **Strategy 4: Housing Opportunities**

Objective 1: Encourage all staff to participate in the bi-annual "Greater Los Angeles Homeless Count" conducted by the Los Angeles Homeless Services Authority to reduce homelessness in Los Angeles County.

## **Goal 4. Health and Mental Health**

### **Strategy 1: Client Services**

Objective 1: By June 30, 2011 identify attorney staffing resources which can be dedicated for the continued implementation of the department's Adult Mental Health program (Department 95) for fiscal year 2011-12.

## **Goal 5. Public Safety**

### **Strategy 1: Public Safety Accountability**

Objective 1: Implement an electronic subpoena system with LAPD, LASD and other local police agencies, when they become available to participate in this program. Implement internal protocols for processing electronic subpoenas, and train staff in the manner and use of this system.

Objective 2: Collaborate with all justice partners and CCJCC in collecting and reporting recidivism data for in-custody juvenile and adult offenders.

### **Strategy 3: Custodial Overcrowding**

Objective 1: Collaborate with all justice partners to identify savings associated with jail overcrowding initiatives